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# PUBLIC RELATIONS JOURNAL

OCTOBER 1959



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#### A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

### PUBLIC RELATIONS JOURNAL

**VOLUME XV** 

Venne Dernar

OCTOBER 1959

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## **Editorial**

#### A NEW CODE OF STANDARDS

EDITOR'S NOTE: We have asked Ward Stevenson, President, General Public Relations, Inc., New York, to write a guest editorial for this issue. As chairman of the Committee on Standards of Professional Practice of the Public Relations Society of America, he has comments which are timely and significant. We appreciate his contribution.

• One of the perpetual ironies in the affairs of our Society is that we have never been able to do for ourselves that which we have been doing successfully for our clients and employers. It is the old story of the shoemaker's children; and the public relations of public relations has been going from bad to worse. If any of our employers or clients had suffered the unfair public criticism and ridicule that our craft has suffered just since the beginning of the year, we would be mighty busy folks, indeed.

Item: The Newsweek story in the March 2 issue which characterized public relations as "New Model 'Press Agent."

Item: The current issue of *Esquire* containing a piece entitled: "Public Relations: Deception for Hire."

Item: Frequent disparaging references by working newsmen and columnists to their contacts with "public relations people," the most recent example of which was Art Buchwald's column in the New York Herald-Tribune of August 20.

Yet this is not a new problem. Every president of the Public Relations Society of America has expressed the concern of his administration about this matter. Means must be found to distinguish the honest-to-goodness public relations person from the hundreds of press agents, political hacks and other flotsam who call themselves public relations people. If the best efforts of the dedicated individuals who have served the Society as its elected officers have been unavailing, what is required?

I suggest that our mistake has been that we have left the job to the administrative and executive officers of the Society. Like any other good public relations effort, our own must start internally. Membership in the Society is individual membership and carries with it a high degree of individual responsibility to leave the public relations craft richer and more honorable for our having been in it. Recognition of this responsibility is the first step in shoeing the shoemaker's children.

For example: Have some of us as individual Society members once in a while lacked the courage to say "no" to the client or employer who asks us to do something that violates our own standards of good taste or ethical practice?

Have some of us occasionally confused creativeness with cleverness?

Have we sometimes taken the expedient course instead of the right course and rationalized the whole thing on the basis that "that's what the boss wanted."

Have we always been as sure of our facts as we are proud of our style?

In our efforts to grow and succeed have we made promises we couldn't be reasonably sure to keep?

Have we been trying to get along on whom we know rather than what we know?

Have we fully understood that our greatest security lies in building a record of solid accomplishment and not in fussing about status and prestige?

In short, how much fuel have we been adding to the fires that are burning us?

One of the wisest and most successful men in our craft once said, "Our code of ethics must stem from our own consciences."

This year the Committee on Standards of Professional Practice is developing and will submit to the Board of Directors in November a new and stronger Code of Standards to govern the conduct of members, which we hope is a fairly good expression of the membership conscience. It is in two parts. The first will be an affirmative statement of what the practice of public relations is. The second is a detailed code listing specific unethical practices. It will be an enforcable code. Whether or not it will be enforced will depend, again, on the individual responsibility and courage of the members.

If the code does become dynamic and meaningful, then to that extent membership in the Society will also become more meaningful.

And to the same extent will the internal public relations of our Society be strengthened so that we can answer our critics more confidently and effectively.

Then, hopefully, some day some one among us will write the Great American Novel that captures realistically the drama and excitement and satisfaction that all of us find in this work. ●

-WARD B. STEVENSON





Of course I'm sure. I read it in Newsweek

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## SURVIVAL

## New Dimension Public Relations Responsibility

#### By Howard G. Kurtz

• Is there a solution to world crisis that can deserve unqualified public support from capitalists, socialists, communists . . . that can deserve courageous support of the most patriotic organizations and people in the U.S., in the U.S.S.R., and in all other areas of the world . . . that can deserve full moral support from the world's Catholics, Protestants, Jews, Moslems, Hindus, Taoists, Agnostics, Atheists, Materialists, Spiritualists and people of all other conscious beliefs and philosophies?

One possible solution to present crisis is world conquest by a crushing military power permanently committed to holding a police lid on explosive pressures of sporadic public rebellion.

But is there another kind of solution, based on an understanding of universal public relations principles, that can deserve voluntary public support from the overwhelming mass of Copyright 1959, Howard G. Kurtz world population of all the world's beliefs and of all the world's patriotisms?

Where can we study public relations in this new staggering dimension, to include "all mankind" and "civilization" and "humanity" on a scale of world public opinion?

May we look for a moment at a most modern laboratory for study of universal principles of public reaction, then show how public relations counsel might recommend a break-through into a wholly new concept of foreign policy that would expand the dedication to national security up to the new dimension need for world security?

To better understand public relations in crisis we need to study public behavior in a closed system of danger in which the individual is helpless, and unable to relieve his anxiety by either escape, or by fighting the danger himself. The public reacts differently when trapped in a cage of anxiety, in this manner.

Our laboratory is the passenger

cabin of transport airplanes. Nearly 100,000,000 passengers voluntarily entered these laboratories last year on the scheduled airlines of the world. On international airlines, in any given year, these passengers are an almost complete sampling of every race, color, creed, nationality, beard-length, and state of civilization. Just stand at Idlewild airport, or London airport, or any international airport, and watch them come and go. This is all mankind-civilization-humanity, in small enough containers that we can comprehend and begin to understand public reaction on a world scale.

Ten—20—30—100 voluntarily enter the large metal tube, the airplane cabin. When the public is in, the door is locked. Escape is impossible. The only other door is locked, the door leading to the pilot and the flight deck. You have relinquished all control over your own destiny—your own life. You are locked in a cage, in flight, isolated from earth for 2—6—10 hours or longer. You begin follow-

ing a distinctive universal pattern of public attitudes, judgments, and predictable behavior. When you are frightened you can't escape. You can't control the danger yourself. You are boxed in—trapped. You are helpless and in potential danger, and you can neither fight it, nor flee. You are encased in a closed system of danger. Your motivations become existential.

#### Public reaction becomes predictable

When unconscious anxiety generates in this closed system, a dynamic emerges from somewhere in visceral, physiological human nature to control judgments, attitudes, and predictable behavior on a universal scale. Of all the stewardesses and pilots on the more than 75 international airlines flying the flags of more than 35 nations, carrying millions of passengers of all the world's categories, they have never had to ask you what church you go to-or what nationality your passport-or what your political beliefs, before KNOWING your attitudes, judgments and behavior in crisis, in flight. Public reaction becomes predictable. We are dealing with a dynamic which public relations can use without trespassing on national loyalties, or conscious beliefs.

Physical safety of the group emerges as an area of common public motivation upon which all can agree. Any person imperiling the lives of passengers in flight, or careless or negligent or indifferent to the safety of the public in flight is committing an immoral act, and is to be restrained by whatever force is necessary. The captain of your transport airplane has a responsibility to kill a passenger, in flight, if this passenger is endangering the lives of the entire group, and can be restrained in no other way. This is a portion of basic moral law.

The public needs enforceable safety discipline against dangers beyond its control. Events which bring excessive public anxiety are "bad," and disciplines which reduce public anxiety tend to be labeled "good."

Now let's look at three major groups of people in world crisis to see how public reaction may become predictable. Let's see if we can begin to visualize what we will have to do to win the struggle for the "Mind of Man" by using public relations principles.

#### 1. Public opinion in the Soviet Union

A dictator must keep his public in a constant state of anxiety. As long as the Soviet people can be kept in such a state, afraid of the United States, the people can be molded, manipulated and mobilized for defensive war against the United States.

Kremlin propaganda told the Soviet people that the capitalist American

their work for them. The U.S. has provided many facts the Kremlin agitators needed. We built a ring of air bases around the Soviet Union, bringing every Soviet citizen within range of American-made death. We have held a nuclear bomb over the head of every Russian man, woman, and child, threatening their extermination by our Strategic Air Command, as a matter of U.S. policy. We are completing another ring of nuclear-headed missile bases around these people with the capacity to erase Soviet civilization.

I am not saying that we did not fully justify each move. I am merely



RUSSIAN VISIT: Vice President Richard M. Nixon (center) strolls with Soviet Premier Nikita Khrushchev (right) and Soviet Deputy Premier Frol Kozlov (left) at Khrushchev's summer residence.

people would be exceedingly hostile enemies. United States foreign policy then rose to make prophets out of Marx, Lenin and Stalin by doing many of the hostile things the Kremlin had predicted we would do.

No geniuses have been required in the Kremlin to keep Soviet public anxiety hot. They are not the diabolic public relations geniuses we claim them to be. We have done much of pointing to the public relations fact that no propaganda expert was required in the Kremlin to keep the Soviet people in a cage of burning anxiety, and afraid of the U.S. If even the most basic principles of public relations had been brought to bear before U.S. policy was formed, we would have known that our every act would have further trapped the Soviet Continued on Page 10

public in a helpless closed system of anxiety, and we would know that we were making them more and more anxious and threatened by the U.S. and therefore more compelled to fight the U.S., if it seemed necessary.

What a body blow it could be to any sector of the Kremlin wanting world conquest if we would revise our policy and base it on elementary understanding of public relations! Suppose that the President of the United States would proclaim to the world the American dedication to the almost impossible task of progressing one rational step further in world security, by transmuting the present United Nations into a world safety organization powerful enough to assure safety and security against war for all people of all areas, yet limited in jurisdiction that it will assure each area complete sovereignty and government over its own domestic political economy. In this new world safety shelter each area can have its own completely peculiar political economy, yet no nation or group of nations would be capable of threatening war against other people.

We need not yet spell out a specific design. We need not yet decide on tactics to build from within the present UN or to build upwards from regional defense concepts. Right at this moment we need to clarify the bright new-dimension goal of a warproof world, calling upon the minds of men from the whole world to create the design details, when the goal is made clear. We need to touch the hidden nerve of world motivation, and world inspiration, and world hope for a world in which war is impossible.

This new policy would not threaten the Soviet people-it would hold out to them the goal of a world security organization that would protect them from any future enemy, or any future threat to the motherland from any other country. To any large group of people caught helplessly in a closed system of danger, suffering from overwhelming anxiety, there is one overwhelming, non-political, non-philosophic goal-physical safety. This is the goal we would be offering the Soviet people, devoid of any political or economic threat to them; and expecting only this same reassurance in return from them in a system of enforceable inspection and safety discipline.

Instead of threatening to kill them all, as they have been told, we would be committing ourselves to defend the Soviet people against any future threat of war from any foreign enemy! How could the Kremlin keep these people hostile to the U.S. if this became our genuine objective? How could the Kremlin prevent these people from spreading the word of the promise of safety and security? How could the Soviet people continue to fear the American people who were bringing them relief from anxiety?

In a new-dimension world security organization there would still be just as many disagreements on politics, on economics, on religion, on philosophy. The difference will be that there will be enforceable safety discipline that will prevent nations from threatening or waging war. Soviet and American political scientists and diplomats can work together toward this difficult goal of mutual safety, without altering their present beliefs or disbeliefs.

The public needs enforceable safety discipline for dangers beyond its control. Let's look at basic public relations principles at work in another major part of the world in crisis.

#### 2. Public opinion in the "in-between" countries

The people of Scandinavia, England, the rest of Western Europe, Middle East, Far East and Africa are helplessly caught in a closed system of danger, in present world crisis. These people may all be dead, no matter which giant nation might actually start nuclear war, and which one waits a righteous 15 minutes for massive nuclear retaliation. No matter who starts the war, or whether it sparks by accident against the will of either side, it can be man-made Doomsday. These "in-between" people are trapped. They can not escape. They can not stop the crisis. They despair and yearn hopelessly that world leadership may arise to lead the way out of crisis, rather than deeper and deeper into crisis as Soviet and

MOSCOW: An open-air market in Moscow is a busy place on Sunday as workers shop for vegetables. Stores stay open all day on Sunday to give workers with long hours an opportunity to shop.



PHOTO BY UNITED PRESS INTERNATIONAL

American policies of massive nuclear retaliation now lead.

What a majestic break-through it would be if the United States grows in stature and courage to dedicate its power and ingenuity and know-how to the breathless task of calling the rest of the world into cooperation in the formation of a world security organization to bring security and defense to all areas of the world! Instead of discovering and engineering the devices which could blow all mankind to bits, we would be committed to the gigantic struggle for the safety of mankind. Safety is a common yearning among all these people. Safety would be the goal we would be committed to bringing them. Political scientists and thought leaders of all these countries could cooperate with their counterparts in the U.S. and in the U.S.S.R. in the mammoth search to create the design details of such a safety device . . . each remaining 100 per cent patriotic to his native land . . . each maintaining 100 per cent integrity with his own religious or philosophic beliefs . . . each focusing only on the non-political goal of physical safety.

The public needs enforceable safety discipline for dangers beyond its control. Victory over war might then be in sight.

#### 3. Public opinion in the United States

This new foreign policy goal of finding the ways to transmute the present United Nations into a world safety shelter protecting each area against any future threat of war, and assuring to each area its complete sovereignty and government over its own domestic affairs, would not weaken U.S. security. Just the opposite.

This new foreign policy goal can release a new tidal wave of moral support for the American government from all the noblest traditions of *both* political parties.

People of all religious backgrounds would be dedicated to the principle of doing unto others as we would have others do unto us, striving for the safety of others as we would have others strive for our safety, in black and white contrast to today's unreli-

• In 1947 when The Honorable George F. Kennan published the paper in Foreign Affairs crystallizing the "containment" concept of U. S. Foreign Policy, still the core of all U. S. policy, Howard G. KURTZ was engaged in two years of graduate study into Russian-American problems, at The Russian Institute at Columbia University, while spearheading advance planning for American Overseas Airlines' proposed operations between New York and Moscow, on the routes certificated by the U.S. Civil Aeronautics Board. That year he also spent nine weeks in Moscow during the Conference of Foreign Ministers.

While analyzing the preconditions of international relations that would have to exist between the U. S. and the U.S.S.R. before exchange of international air transport operations could become maximum, Mr. Kurtz realized that "containment" was only a transient and defensive policy—a sort



of holding operation until some effective positive solution could be found. He has continued his search for basic principles of a world solution to crisis for twelve additional years. This article is a condensation of a book manuscript recently completed. Other sections of the manuscript have been published widely and internationally, principally within aviation circles, in the last five years.

Today Mr. Kurtz is Senior Associate, Handy Associates, Inc., management consultants.

gious commitment to bring on a final man-made Day of Judgment as a decision by the President to drop "the bomb" in massive nuclear retaliation.

Honorable safety and security, not conquest, is the motivation of the American *people*—as it is of the Soviet *people*—and the *people* of all other areas. The public of the world needs enforceable safety discipline for dangers beyond its control. This can be the root of an overpowering public opinion and public pressure.

#### Conclusion

If civilization is to survive, there will have to be *some kind* of world safety force or world security organization.

For years, Communist policy and strategy have striven toward the goal of a world security force, Communist dominated, that would make war impossible. They are progressing steadily toward this new-dimension objective of world order.

It has been U.S. policy to say "nyet" or "no" to every Soviet move in this direction, without ever coming forth with an American version of a better or more moral, world order. It has been U.S. strategy to "contain" Soviet

expansion toward its objective of "enforceable peace," without coming forth with a more bold and fitting program of our own for enforceable safety discipline for the world. U.S. policy has been *defensive*, without yet having a forward, or offensive, or winning strategy to touch the hidden nerve of public reaction on a world scale, or to deserve the unqualified support of people of all the world's patriotisms, and of all the world's philosophies and beliefs.

We have acted extensively on our motivations of national defense and have forgotten to plan on a magnificent new dimension for the safety and security of the whole world. We have failed to bring universal public relations principles into play before national policy is crystallized, that we might have a new kind of forward thrust toward world leadership, deserving public support in the U.S.S.R. ... in the "in-between" countries ... and, most important perhaps, in the United States. We have not yet learned to lead, or to speak with an understanding of universal man. We have not brought public relations up to the new dimension challenge of survival.



## First Public Relations Institute Regarded as Highly Successful

#### By Carl Ruff

 A group of 64 dedicated public relations executives who met at Madison, Wisconsin in July, ignored the splendid weather and the charms of Lake Mendota to subject themselves to a week of hard, intellectual work.

All but one of these executives, "students" in the very first Public Relations Institute which was held at the University of Wisconsin, were delighted by the brain stretching received from a brilliant array of scholars. More to the point, they have asked for more.

Answers to the question, "What do you feel you got out of the Institute?" said the same thing over and over:

"The most stimulating, provocative experience in many years."

"It caused a change in the quality and selectivity of my reading."

"It broadened my horizon, heightened my interest in many factors influencing society."

"I believe I'll be of greater value to

management in its dealings with public and employees."

Judged by the post-mortem comments of the executives, and they were mostly top-flight practitioners—61 public relations men and three women—have become more aware of some of their intellectual short-comings. If stimulation and resolution to overcome this deficiency are any determinants, the future looks good for public relations—and brighter for the entire country.

For, if future Public Relations Institutes have the same impact as the first, if the executives transmit to their managements and to their staffs even a portion of their new attitudes and insights, the Institute can, as one attendee appraised it, ". . . quickly become a major force for enlightened thinking and action in the economic and political world by many industries."

Without a doubt the enthusiasm of the Class of 1959 assures the public relations field that the Institute will be a continuing annual event. All but two or three of those attending the pioneer course believe it is a good idea to hold one in 1960.

Some comments on this point:

"Would like to attend on an annual basis."

"Would like to return in two years."

"Would like to have other members of my firm attend."

More than one faculty member attributed much of the success of the Institute to the purposeful attitude of those attending. It was amazing that a sophisticated group representing all sections of the country, internal company men and external consultants, all gave the classroom lectures, homework and group discussions their most serious effort.

The presence, too, of figures such as Pendleton Dudley, one of the deans of public relations; Major General Quinn, new Chief of Information of the U. S. Army; George Hammond, president of Carl Byoir & Associates;

Continued on Page 14

## Where does PUBLIC Relations stop and INDUSTRIAL Relations begin?

The line between the two fields is often hazy.

Many large corporations, in fact, have brought industrial relations and public relations together into one department. These companies recognize that their own employees form a "public" as important to the company's success as its stockholders and customers.

Result: Public relations people are more and more involved in what were once solely industrial relations department matters.

Corollary: Public relations people these days have yet one more area—industrial relations/personnel—where they must be knowledgeable.

If this is now a problem of yours—or seems likely to be—you're a good candidate for the services of

#### **Industrial Relations News**

This newsletter is tailor-made to your needs as a public relations executive who needs to know about this complex field.

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"The intellectual atmosphere built constantly and with intensity."

Carroll West, President of PRSA; and half a dozen corporation vice-presidents gave the pilot group a sense of importance.

If this leavening hadn't served the purpose, the first day's speakers quickly did. It wasn't by chance that William Phinney Baxter, president of Williams College, and Arthur Schlesinger, Jr., of Harvard University, both Pulitzer prize winners, were introduced to the class the first day. Credit the meticulous and creative planning of the PRSA Institute Committee and Professor Scott M. Cutlip of the University of Wisconsin School of Journalism, director of the Institute.

#### New vocabulary crept in

Baxter's subject, "The Intellectual's View of Business," and Schlesinger's, "The Intellectual's Influence on Society," set the keynote for the remainder of the week. Given a yardstick by which to appraise themselves, and their managements or clients, the students never let go. Even a new vocabulary taken from the social sciences crept into conversations.

An "our man Stanley" report of a typical day at Madison would read like this: Up at 7. At breakfast he talked shop about the Institute. Then a 15-minute walk along Lake to Wisconsin Center, a modern, air-conditioned building. Lectures started at 8:30. Most students were well prepared, having done homework the night before. Advance reading was neatly compiled in a loose-leaf note book. Biographies of speakers were included with the day's schedule. Day's topic: "The Decade Ahead." The first speaker was Paul Ylvisaker, Ford Foundation's associate program director. He spoke for an hour and a quarter on "Population Trends and Their Consequences for Business." Class members were appreciative. took many notes, and were avid question-askers, receiving good replies.

After a coffee break for 20 minutes, students discussed the speaker and his topic. Next speaker was Prof. Arthur Upgren, economist, former Dartmouth dean, on "Decade Ahead in Business." This was mostly on inflation, with reasons why it won't happen. A half-hour was devoted to questions.

Lunch required one hour. The afternoon lecture started at 1 P.M. on "Decade Ahead in Labor," by Jack Barbash, ex AFL-CIO, now professor at Wisconsin. Questions and answers. Planned group discussions were abandoned in favor of more questions to panelists from floor. There was hard hitting give and take, with business and labor speakers heatedly disagree-

After dinner, the members went back to their rooms for advance reading. At 9:30 a walk next door for bull sessions in Holt Commons. Small groups met with University faculty discussion leaders.

With a schedule like this it was small wonder that one of the few criticisms was that there wasn't enough time between afternoon recess and dinner. It was needed to shake one's head and get some perspective, to get a swim in the lake, three minutes from the dormitory.

This intellectual climate was deliberately set up by the planners. The goading, incisive daily summations by Professor Mack, brilliant young chairman of the Department of Sociology at Northwestern University intrigued the communications specialists.

#### Intellectual atmosphere

The intellectual atmosphere built constantly and with intensity until Wednesday noon, when, for the first time, the executives were given the afternoon off to swim, golf, tennis, fish, sail or just sleep. A cruise of the lake and a picnic dinner followed. But even this respite was succeeded in turn by an evening panel discussion with two scientists who had spoken that morning-William Sewell, a leading sociologist, and William Baker, an industrial scientist and a member of President Eisenhower's Science Advisory Committee. This was a "return by popular demand" performance.

Professor Cutlip commented that most practitioners who survive in the business are competent communicators but that the job they are least equipped to handle is "intelligently to read the environment and enable management to keep abreast of it, to change and move with it and not futilely to resist it."

Hence and happily, at least for most of those attending, there were no "how-to" lectures. Public relations techniques, if they had application to the subject matter, were occasionally discussed in the question and answer sessions and in conversations. Frequently a speaker, recognizing the public relations orientation of the Institute, gave definition to the phenomenon of change in our culture. Specific information on recent findings and techniques in measuring changeincluding those in attitude and opinion-were described, such as Floyd Mann's work at the University of

# CAN O





by Arthur Foristall, Senior Partner Arthur Foristall & Co. Los Angeles, California

Financial public relations is any corporation's primary public relations undertaking. The securing of investment funds makes all other corporate activities possible. Thus, a corporation cannot decide for itself whether or not it wants financial public relations. It has them in spite of itself. They are either good or bad. All that management can decide is what kind of financial public relations it will have.

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\*A reprint of VARIETY'S survey and copies of sponsor's letters will gladly be sent upon request.

Michigan.\* Yet, surprisingly, a large number attending attested to the practical usefulness of these rarefied ideas.

Refreshing to the "big business" representatives who attended the Institute was the weighting of balance on the side of liberal versus conservative speakers. A few executives yearned for more heady and articulate champions of conservatism.

#### One week out of their lives

The planners had agreed among themselves that few busy executives would take a week out of their lives and spend \$300 plus travel expenses of their money or their firm's money to listen to what might be heard at a business convention. That their analysis was sound can be checked by these comments:

"This was what I was hoping for . . a reappraisal of my views and values."

"The best line-up of speakers I've ever heard."

"Mental regeneration."

"Brain stretcher."

These are quotes from men who sometimes disagreed with what they heard but who almost unanimously agree that the 1959 Institute rated "excellent" and that it is a good idea to have one in 1960.

This writer, distrusting his own enthusiasm as not necessarily representing that of the other Institute members, read the file of letters and questionnaires received by PRSA and the University of Wisconsin School of Journalism before preparing this article. Up to this point, then, the comments in this report are perhaps colored but basically factual. Of course, each of the pioneer 64 returned from Madison with a different impression.

In general, the impression was that the image of public relations, and of advertising, too, will not be changed merely by communicating. No amount of words and pictures alone will change a generally held attitude.

The feeling is that those attending

\*"Studying and Creating Change: A Means to Understanding Social Organization," Research in Industrial Human Relations, Industrial Relations Research Association, Publication No. 17, 1957.



· CARL RUFF, president of Carl Ruff Associates, New York, has been in public relations for over 20 years. After graduation from Duke University in 1935 he was a cruise leader on the Atlantic run, toured Europe on foot and bicycle, did a stint at Macy's as a shopper, comparison shopper and salesman, and took his first public relations job in 1937 at \$20 a week. To learn more about the workings of the press he did a stint on the Rockaway, New York, News, then joined the press department at radio station WOR. In 1941 he went into the army as a private, rose to the rank of major, serving as a regimental combat intelligence officer in Europe. Badly wounded in 1945, he was returned to the United States and to public relations .

the first Institute were ready to return home and start with a reappraisal of themselves and their work. In that reappraisal they are now prepared to realize that we've all been so busy "educating" management and clients about what we do that we've become defensive.

One thing that the Institute taught, in this one man's opinion, was how much room there is for humility. It showed—as Winston Churchill is supposed to have said of Clement Attlee -that we have a lot to be humble about. One is forced to admit how little we in this field know about effecting basic, residual change in masses. One is forced to admit our deficiencies as intellectuals. Madison, Wisconsin, opened up and exposed to these public relations practitioners the great need for us to dedicate some portion of ourselves, of our time, our energy and our money to studying and learning.

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Combination:*	Circulation	Line Rate
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Sunday Journal	185,473	.60
Sunday and Morning	243,234	.70
Sunday and Evening	331,734	.98
Sunday, Morning, Evening	389,495	\$1.04
(ABC circulation, Marc	ch 31, 1958)	

\*Daily copy may run morning and evening or evening and morn-ing. Sunday and daily combinations may start preceding Sat-urday A.M., to be completed with Tuesday P.M. editions. Holi-day Journal not sold in combination.

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# HOW DO COUNSELLORS CHARGE FOR SERVICES?

#### By Stephen E. Fitzgerald

• As the number of independent public relations firms continues to grow, a good deal of interest is focused on the question of how they estimate their costs and how they fix reasonable fees and charges.

It is a natural point of curiosity. Assuming that an average industrial or commercial company may often have need of an independent firm, either for consulting work or for production and writing services, the client obviously does not wish to pay charges higher than necessary. On the other hand, the "counselling" firm,\* even though eager to do the kind of work for which it is set up, just as obviously cannot afford to fix time charges or overhead rates in an arbitrary fashion which may lead to ruination.

This duality of interest in the problem—essentially the problem of equating the value of services rendered with the counselling firm's cost of time, energy and skill—has consequently given rise to a closely related problem: the question of "competitive bidding." For when potential clients shop around to see what they can buy, and for how much, they are interested in the dollar figure associated with the services offered. This inevitably puts the counselling firm, however ethical it may be, and however strongly it refuses to submit programs "on speculation," into a *relatively* competitive situation.

The whole matter is complicated further by the fact that public relations firms today simply do not have, collectively, any standard formulas for setting fees. In this respect the counselling organizations lag behind some of the more strictly professional people. Doctors and accountants, for example, have rather formal and standardized methods of charging, even though the ultimate cost to the client can vary substantially, depending somewhat upon the efficiency, the overhead load and even the prestige of the person or firm doing the work. It is unlikely and perhaps undesirable that public relations counsellors will ever agree on a set of flat charges for specified kinds of work.

Aside from theoretical considerations, it may help to clarify the picture if we examine some of the principal methods which counselling firms do use in charging their clients. The major methods fall into three categories, which in the end actually reduce themselves to two:

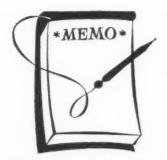
#### 1. The spot job

Many counselling organizations do not like "spot jobs" but some do. An industrial concern may want a company history written for an anniversary. Not being staffed up for so laborious a project, it asks a counselling firm to take on the job. The counselling firm then faces the tough task of answering such questions as: How long would the job take? What staff member could do it, and what would the eventual straight salary cost of that staff member be to the firm? What if the job should prove "sticky," and many revisions have to be undertaken?

What ordinarily happens in a well-conducted case of this sort is something like this: a good "guesstimate" is made of the hours required for Staff Member X to do the work. If Staff Member X is paid \$8 an hour, and if the work is likely to take 150 hours, then the straight salary cost for the work will be on the order of \$1,200.

But this leaves out the overhead factor. In an average-sized public relations organization, overhead is likely to be approximately 100 per cent—on the theory that, for every dollar paid to a "direct" worker, another dollar has to be paid out to make his work possible, for heat, light, rent, secretarial services, office supplies, telephones, absorbable costs and the like. So if the overhead costs of this level

<sup>\*</sup>It seems fair to suggest that the phrase "counselling firm" is something of a misnomer. Few and far between are the "counselling firms" which do not get frequently involved in the actual production of informational materials. This does not mean that other firms are not able to counsel; it does mean that they must "do" as well as to be able to suggest what ought to be done.



OVERHEAD in small firms includes office supplies.

are to be recovered, then another \$1,200 must be charged.

This brings the calculation to \$2,400 for the company history. But, of course, at this figure, the counselling firm makes no profit; it has simply covered the salary cost of a man who might be otherwise occupied and has recovered overhead costs. Accordingly an additional amount must be added to cover whatever profit the firm thinks is fair and appropriate. A good many firms would think that another \$1,200 for profit would be about right, bringing the total to \$3,600 for the job. After all, the \$1,200 profit is not all profit, for Staff Member X does not work in a vacuum, but presumably gets supervision and consultation time from his superiors and associates. This approach to the spot job works out to what some accountants call the "three times payroll" theory: charge once for the man, once for overhead, once for profit. It is, in fact, about the way in which some accounting firms do charge per diem rates.

The formula is useful but it contains, alas, one flaw: charging "three times payroll" makes each spot job look expensive to a spot client, especially one who figures that he might just as well hire a smart young newspaperman who could "do the writing at home for a hundred bucks." That would not work, of course, but the client doesn't always know that. And it is sometimes difficult to explain to him that he is only paying one third of the cost, or \$1,200, to have the job done professionally. Were he to have the work done by a member of his own inside staff, he would still have to pay salary costs and overhead items.

#### 2. The flat fee

Many public relations firms, like firms in other professional fields, do not like the flat fee for a continuing program; but, many clients do.

The public relations counsellor reasons that, if he has a flat fee for a given program, he tends to cut down his own profit in direct proportion to the amount of work he does. Say that the flat fee for an annual program is set at \$30,000. The practitioner, estimating as well as he can, figures that after paying all costs he may make a profit of \$5,000. But then suppose that, being interested in doing a good job, he puts in extra time, does some of the work over to get it just right, and even assigns some extra staff to the project. This destroys any hope of profit, and this is why one counsellor says that, under a flat fee arrange-



TRAVEL comes under the out-of-pocket costs of a firm.

ment, "the better the work you do, the less money you make."

But the client has his own problems. He has been given a specified budget. So he is often forced to say something like: "I've got \$30,000 to spend on public relations and I want to pay for just that much."

When this kind of relationship must be established, the practitioner may "estimate backwards." He sets a figure for the profit he ought to make. He sets a figure for the straight staff time he thinks will be required. To this he must add a figure for overhead. He may find it wise to add in a figure for "absorbables" — those niggling little costs, associated with the job, which he does not feel like charging to the client anyway.

The flat fee system tends to "rigidify" the program, imposes special problems on ethical firms which want to do a good job. None the less, it seems clear that the flat fee system is here to stay. The best approach from the counsellor's point of view is to do as good an estimating job as possible.

### 3. Fee plus staff plus overhead plus out-of-pocket

This is the system many counselling firms would presumably like to establish with a continuing client, though some important firms still prefer the flat fee syseem.

The client understands that he will pay the firm a fee in order to get the work done. It is out of this fee that the firm will make any profit, for all other charges are costs to the firm. The fee may be set high, medium or low, depending on the scope of the program and the prestige of the firm. Some firms have minimum fees; some do not. But the point is that the client, under such an arrangement, always knows what the fee actually is.

The client also understands that, as the work proceeds, he will be charged for time actually expended by members of the counselling firm's staff. If our friend, Staff Member X, spends ten hours writing a speech, then the client will be charged for those hours, at Mr. X's standard rate plus overhead. If a "bulge operation" comes along, requiring a large input of staff time on a special project, perhaps involving four or five staff people, then the client knows that he will be charged for their salaries, again for time actually expended.

As for overhead, the client knows that it exists, and he knows that each hour of staff time spent by his counselling firm will involve an hour of overhead costs, figured at a standard rate.

#### Direct cash expenditures

The final item on the bill is for outof-pocket costs which the firm pays and then bills to the client. This item would include direct cash expenditures by the firm for such things as messenger service, mimeographing, Continued on Page 20



TELEPHONES are part of overhead in small firm.



• STEPHEN E. FITZGERALD, a New York public relations man, has made previous contributions to the pages of the JOURNAL and for two years edited it. In the present case, he was asked to produce a "downto-earth" article on a professional problem which seems to be creating increased discussion. The editors feel that the subject treated here is of as much interest to the counsellors themselves as to the companies and company public relations directors who employ their services. •

printing, travel, photography and similar costs. Some counselling firms bill such out-of-pocket costs "with a commission"; others "bill them straight" without commission. When a commission is charged, it is justified on the grounds that it costs a counselling organization money to "finance the client."

It goes without saying that there are countless variations on this approach. Some counsellors charge the fee at the beginning of the month and charge for staff time at the end. Others charge both fee and staff time after the work is done. Some firms show overhead as a separate item, though many lump together overhead and staff costs.

Whatever the variations, the approach is basically the same, for it provides a charging system which does cover (a) fee (including profit), (b) staff salaries, (c) overhead and (d) out-of-pocket costs.

This system has certain advantages to the client, especially if his program is one of any size. For one thing it is a clear system; the client has some chance to see "where the money is being spent." For another, it is easier for him to understand that the only money the firm is getting comes out of the fee—that all the other charges are cost. He knows also, presumably, whether the fee he pays covers the programming and consultation time of the firm's principals, as in many cases it does.

The greatest advantage to the client of this "fee-plus" system is that he himself can to some extent control the monthly costs of the program as it moves along. If his work requires a sudden burst of activitiv, this is reflected in the time charges he pays; if one month is dull and flat, this is also reflected in lower charges.

#### 4. "Explaining" the fee

One practitioner says that "the fee is for the use of the hall." But, of course, there is more to it than that. The simple fact is that the fee, under a fee-plus system, represents a sum of money out of which the firm will make any profit, if it makes one. So far as the counselling firm is concerned, the salaries it pays to staff are net costs, the overhead items are cost items, as are the disbursements. If the firm is to make any profit at all, it will be "out of the fee."

This phrase "out of the fee" is important, for as indicated, in most cases the fee is not all profit. In the case of, say, a two-man partnership, the partners may agree among themselves-and inform the client-that they will make no additional charges of any kind for any time they spend as advisors-in programming and planning sessions, for example, or at policy meetings.

Variations in the pattern do not matter much so long as the client knows how he is being charged and so long as he understands that he is paying a fee to get something done that presumably he either could not or would not want to get done in some other way, and so long as he understands that the figure for "fee" represents the firm's outside profit potential.

#### What's ahead?

Despite the variations in charging practices, it can be seen that, after all, there are only two basic patterns.

One of these is the "three-times payroll" system, and this is the basic pattern in the flat fee method as well as for the spot job program. (Some firms would say that they can make do with a "two-and-a-half times payroll" method.)

The other is the fee-plus system. This seems better to some, for it is fairer all around, allows more control, and to the client is no more costly than any other plan. Certainly it leads to greater efficiency and permits a sounder evaluation of the work being done for the money invested. It is not inconsistent, either, with a general agreement on budget "ceilings."

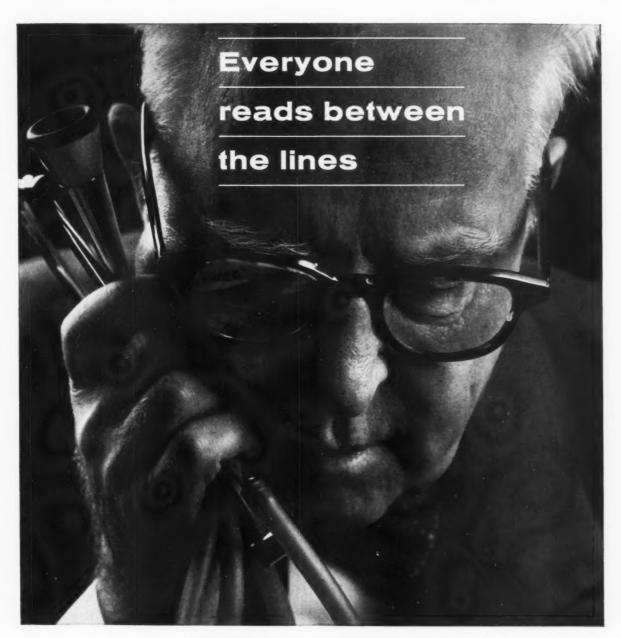
As for "what's ahead?," it seems reasonably clear that a certain amount of confusion in "billing methods" will continue to persist. But it is suggested that we in the public relations field need not be unduly disturbed by this. The fact that some "competitive bidding" still exists in the field of accounting is attested to by the fact that the American Institute of Certified Public Accountants has found it necessary to condemn it.

#### **Basic problem**

The basic problem for the public relations counsellor, it may be ventured, is a problem of clarification. The counsellor has no reason to exist unless he can render a service that the client cannot obtain as economically and efficiently in some other fashion. Thus, in terms of our immediate problem of billing methods, the counsellor should be able to state clearly to the client what services he is equipped to render, how the charges for these services will be made, and what beneficial results may be expected.



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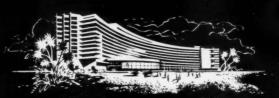
12th

National

Conference

November 4, 5, 6 - 1959

The Fontainebleau, Miami Beach, Florida



#### Wednesday, November 4

#### OPENING CEREMONIES

In addition to messages of greeting from Conference Chairmen, Governor LeRoy Collins of Florida will address the Conference and extend a welcome to "The Sunshine State."

#### FIRST SESSION

The entire Conference will be devoted to a searching examination of the challenges to be met by public relations during the next ten years. These years will bring tremendous pressures toward changes, especially those of a political and economic nature which will affect every individual, every organization and every nation in the world. The theme for this session is, "The Problems We Americans Face Today," and the keynote address will be delivered by Erwin Canham, Editor of the CHRISTIAN SCIENCE MONITOR and President of the Chamber of Commerce of the United States.

A panel composed of a business and finance editor, a science reporter and an expert in political science will discuss "What Kind of World We Face in the '60's."

#### LUNCHEON

Chief Economist Martin Gainsbrugh of the National Industrial Conference Board will speak on the "Business Outlook for 1960."

#### CONCURRENT SESSIONS

Five sessions will be held simultaneously Wednesday afternoon, each devoted to a particular segment of public relations activity.

Corporate Session CHAIRMAN: Thomas F. Robertson, Director of Public Relations, Eastman Kodak Company, Rochester, N.Y.

Health and Welfare Session CHAIRMAN: Catharine Bauer, Director of Information, National Society for Crippled Children and Adults, Inc., Chicago, Ill.

Adults, Inc., Chicago, Ill.

Educational Session CHAIRMAN: W. Howard Chase, President, Howard Chase Associates, Inc., New York, N. Y.

Trade Association Session CHAIRMAN: Paul L. Selby, Executive Vice President,
National Consumer Finance Association, Washington, D. C.

Counselors Session CHAIRMAN: Robert B. Wolcott, Jr., President, Wolcott & Associates, Inc., Los Angeles, Calif.

#### Thursday, November 5

#### SECOND SESSION

A quartet of outstanding speakers will address the Conference under the general theme, "The Challenge and Opportunity for Public Relations."

Lt. General R. C. Wilson, U. S. Air Force, Washington, D. C.

Charles Hackett, Executive Assistant, Public Relations Department,

E. I. du Pont de Nemours & Company, Inc.,

Wilmington, Del.

W. Howard Chase, President;

Howard Chase Associates, Inc., New York, N. Y.

Henry J. Kaiser, Jr., Vice President,

Henry J. Kaiser Company, Oakland, Calif.

Following these addresses, a panel of three PRSA Members—Leonard L. Knott, President of Editorial Associates Limited in Montreal; Paul Cain, President of The Cain Organization in Dallas; and Milton Fairman, Assistant Vice President, Advertising and Public Relations, The Borden Company in New York City—will comment upon the Conference theme and the points raised by the day's speakers.

#### LUNCHEON

Introduction of 1960 Officers

Presentation of awards and chapter charters

Address by Kenneth Youel, Vice President, PRSA; Director of Divisional Relations, Public Relations Staff, General Motors Corp., Detroit, Mich.

#### ANNUAL PRSA MEMBERSHIP MEETING

Reports to the Membership of PRSA on Society progress during 1959 will be presented at this afternoon session.

#### ANNUAL BANQUET

Presiding: Carroll R. West, President, PRSA; Vice President and Manager of Public Relations Division. Title Insurance and Trust Company. Los Angeles, Calif.

Presentation of PRSA Citations

#### Friday, November 6

#### FINAL SESSION

"How To Go About The Job"—Public Relations Idea Exchanges at information round tables limited to 20 persons each. Discussion leaders particularly qualified in their assigned topics will preside over tables covering a wide range of public relations problems, methods and techniques.

**Evolving Public Relations Policy Public Relations Budgeting** Organizing the Public Relations Department **Public Relations for the Small Company Public Relations Staff Training Developing Employee Public Relations** Consciousness Stockholder Public Relations Programs More Effective Dealer Relations **Keeping Customers Satisfied** Getting Along with the Government **Building Better Community Relations** Working with the Press **Handling Requests for Contributions** Radio and TV as Public Relations Tools Working with Magazines **Producing Company Films** Keys to Successful Special Events The Public Platform, a Public Relations Opportunity **Improving your Annual Report Direct Mail Techniques Effective Product Publicity** Corporate Image Development Fact Finding for Public Relations Programs **Evaluating Public Relations Activities** The Psychology and Language of Communications Your Public Relations and the Social Sciences PRSA Chapter Programming and Development Improving Management's Attitude

#### INTERNATIONAL LUNCHEON

**Toward Public Relations** 

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# "CONTACTS" IN PUBLIC RELATIONS WORK A Survey of Editors' Opinions

#### By John L. Normoyle

EDITOR'S NOTE: Once mailed — or delivered—the fate of any news release hangs in the balance. Will it or won't it be published? The author, with this in mind, polled some 500 newspaper editors on their ideas and preferences. This article reflects Mr. Normoyle's personal views—not his company's—and is based upon the results of his survey.

• Everyone in business has "contacts" . . . personal acquaintances among those in his own or allied businesses who offer assistance in getting a job done more smoothly. "Contacts" often carry unusual weight in public relations. There are inferences that personal contacts with editorial media are essential to success in publicity phases of public relations.

We acknowledge that a release should have news value before it can even be considered for publication. Yet, many of us maintain an awesome faith in the effectiveness of personal contact and insist that stories delivered in person have a better chance of being published than those which arrive by mail, wire or messenger. In the belief that a news release must carry its own weight, I have always doubted that personal contact has enough influence with an editor's judgment of a news story to justify the time and trouble it involves. So I decided late in 1958 to satisfy my own curiosity by going directly to those who have the deciding voice in determining the fates of news releases.

I wrote to 500 newspaper editors, 250 on dailies and 250 on weeklies, and asked them point-blank whether personal delivery helps the chances of a news release and whether personal acquaintance will influence them to give better-than-usual consideration to an acceptable story.

Every state was represented in this survey. The dailies queried ranged from giants such as the *New York Times* and *Chicago Tribune* with their huge circulations to smaller dailies like the *Ogden*, *Utah*, *Standard-Examiner* with a printing of less than



"Why not mail 'em in, They'll receive the same attention and save an editor's valuable time."

30,000. Weeklies on the survey list ranged from those with circulations of 50,000 or more to those with circulations of as few as 1,000.

Realizing that so personal a subject renders a straight yes or no answer difficult, I requested qualifying statements . . . quotable statements which would temper the "yesses" or "noes" and give dimension to the survey.

I did not anticipate too much in the way of commentary. Editors are busy individuals, I knew, particularly the editors of large metropolitan dailies. I hoped they would take time to check off the "yes" or "no" answers in my survey, but did not expect much beyond that

But, from the returns I received, it was evident that I had hit upon a topic close to the editorial heart. I got a whopping 42 per cent return on my survey and enough commentary to compile a sizable volume.

Of the 210 replies received, 123 came from the daily newspaper editors questioned, while 87 weekly newspaper editors replied. Nearly every editor added at least a line or two of explanatory comment in reply to my questions, and three out of five added comments about public relations people and their practices.

#### Personal delivery-pro and con

Of the total replies to the questions of personal delivery and its effect upon the chances of a specific news release seeing print, 108 of the 123

Continued on Page 26



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daily editors stated that personal delivery added little or nothing to the chances of a specific release. If it was newsworthy, the opinion ran in general, it had the same chance as other newsworthy items they received during a day. If it wasn't newsworthy, it didn't matter how it got there-it just wasn't printed.

The remaining 15 editors opined that personal delivery by a trusted acquaintance might influence their judgment when considering the news release handed over to them. But, they explained, this was a once-inawhile thing, not standard practice.

Nearly half of the daily editors said that they welcome the opportunity to say "hello" to the person delivering a release, but carefully pointed out that this is a personal feeling which has no relationship with their editorial duties.

Spencer Murphy, executive editor of the Salisbury, N. C., Post, put it succinctly. After indicating that he considered personal delivery of news releases unwelcome, annoying and definitely not recommended, he wrote, "Most public relations representatives are attractive and interesting people as individuals; but as 'representatives' their requests for personal contact often fit awkwardly, if it all, into editorial routine."

William Clark, financial editor of The Chicago Tribune, is flatly against personal delivery of releases. "Every release receives the same attention whether personally delivered or not," Clark writes. "Personal visits waste time and may be very annoying as deadlines approach."

#### Save time-mail them

O. C. McDavid, news editor of the Jackson, Miss., Daily News, attacks the question of personal delivery head-on. "Why not mail 'em in?" he asks. "They'll receive the same attention and save an editor's valuable time."

Tom Simmons, news editor of the Dallas Morning News, flatly states that he finds personal delivery of news releases annoying. "Unless there is a special reason for personal deliveryother angles to be be explored, etc.it just takes up your time and ours," he writes.

Members of the daily newspaper editorial minority who indicated in answer to the survey that they welcomed personal delivery were careful, to a man, to qualify this answer:

"Delivery O.K. if he makes it very, very, very brief and then leaves . . .' Winston Gardner, editor, Kilgore, Tex., News Herald.

"Be short and come only when release has real significance . . ." advises F. Harold Roach, publisher of the Arcadia, Calif., Tribune.

Two of the daily editors represented in the survey offer reasons why personal delivery may have certain advantages. R. Craig Shuptrine, news editor of The Commercial Appeal, Memphis, writes, "Lack of time prevents most editors from looking closely at the pile of handouts that come to his desk each day." However, he advises, "present your case as quickly as possible and leave its news value to the discretion of the editor."

M. Sam Hunter, news editor of the Fort Worth Press, writes that personal delivery may save time because "additional facts can be obtained in one fell swoop. Determine first whether your copy is advertising copy or news matter. A story that pleases the public relations man's boss doesn't necessarily reach the reading masses, which must be the first concern of the editor."

The editors of weekly newspapers are a bit more amenable to personal delivery of releases than are daily editors. Of those who replied, 58 out of 87 said they welcomed personal delivery but they qualified their statements a great deal.

Milton H. Booth, editor of the Arkansas Valley Journal, published in La Junta, Colo., writes, "It all depends on the kind of news release. If there is newsworthy information, however received, it is welcome. If the release is strictly an attempt to get an ad accepted and run for free, it hits the wastebasket regardless of how received."

L. E. Pietsch, publisher of the Sandpoint, Idaho, News Bulletin, welcomes publicists bearing releases, but says, "... space is at a premium and we find little use for most of the handouts."

Samuel J. Niver, managing editor of the *Bedford*, *Ohio*, *Times-Register* adopts an unequivocal attitude: "I haven't the time to pass the time of day with people who bring news releases to my office."

#### **Publicity and advertising**

The feeling among weekly editors that many firms attempt to substitute publicity for advertising is neither uncommon nor unexpected. The editor of a small publication must sometimes combine editorial and business functions. It's a bit too much to expect him to keep these functions in completely separate mental compartments.

There's a rather significant second theme offered by weekly editors. The main, and often only, reason they welcome personal delivery of news releases is that it enables them to obtain through questions the local angles that they must have in order to make the stories applicable to their editorial needs.

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The consistency with which this is mentioned indicates that public relations writers in general are failing to prepare copy suitable for the smaller publication.

Here's what W. C. Martin, publisher of the *Cottage Grove (Ore.)*, *Sentinel* has to say about this: "We have been in the weekly field for about 35 years and it is our opinion that material from news services, features and feature services has gotten beyond the average publisher. His is a local newspaper and anything beyond this is seldom used."

John H. Colby, editor of The Cou-



• John L. Normoyle is Publicity Supervisor for Allstate Insurance Companies, Skokie, Ill. After working eight years in association and industrial trade press, he joined Allstate in 1953 and set up a complete international publicity operation. He is a member of the Board of Directors of the Publicity Club of Chicago.

rier of Littleton, N. H., writes: "Publicists should obviously be sure that the material they submit for publication has a direct connection with the individual newspaper's circulation area."

#### **Personal delivery**

It is interesting to note the relationship of answers to the question of personal delivery and additional comments given by both daily and weekly editors in this survey. Where the editors answered that they objected to personal delivery of releases, their comments strengthened and reinforced this answer. But, the editors who said they did not object to personal delivery or even welcomed it, used their comments to qualify these opinions; in general, limiting this welcome to those who brought in material which could be used as prepared or adapted to the local situation.

I realize that personal visits to carry news releases to an editorial office are only one manifestation of the use of personal contact in the public relations field. Therefore, I made it a major point in the survey. The survey further asked the editors whether, as a general rule, friendship had any influence in overall consideration of

publicity material as news. Then, to be more specific, I asked whether a special request from a friend might, on a particular occasion, influence his editorial judgment.

The replies indicate that friendship may color the viewpoint with which an editor views releases he receives, but will not necesarily affect his editorial judgment. The daily editors, who overwhelmingly disparaged personal delivery of releases by a ratio of 108 to 15 did not maintain this same ratio when questioned about the influence of friendship on consideration of material. There were 68 stalwarts such as Mark Sherwin, news editor of The New York Post, Robert Molyneux of The Pittsburgh Press, William Clark of The Chicago Tribune and Alexander Bodi of The Palo Alto Times who maintained that friendship has absolutely no influence on their editorial function or selection of news material, either as a general rule or on special occasions when a friend requests personal consideration.

Of the remaining 55 daily editors who answered the questions, 48 said that, as a general rule, friendship might incline them toward considering a friend's material. Of these, 32 were careful to qualify this by stating that it would happen only when the friend's material was of equal news value with other material under consideration.

"It is sometimes difficult to divorce entirely one's personal feelings from his professional duty," Bart Richards, editor of the *New Castle (Pa.) News*, writes. "All any of us can do is be as objective as possible and as journalistically honest as possible. Even editors do favors for friends occasionally."

Spencer Murphy, executive editor of the Salisbury, (N. C.) Post, writes, "In fields non-competitive at the local level, the editor's personal friend is likely to get attention; these fields are few, however, and in competitive fields, many editors lean over backwards."

There is an intimation here that contacts may be be be lic relations man who attempts to use them in placing material which does not meet the editorial standards.

Continued on Page 28

"Any newsman hates to be 'worked' in the name of friendship," writes Robert Molyneux of The Pittsburgh Press. A. L. Clarke, news editor of the St. Louis Post-Dispatch, states unequivocably that "The rule here is that all friendship ceases at 12th and Olive."

The 87 weekly editors, who by a 58 to 29 ratio had expressed themselves as welcoming personal delivery of releases for a number of reasons, showed a little more reticence when it came to the question of having their editorial judgment influenced by friendship, whether as a general rule, or on a special occasion. Thirty-eight of the 87 stated flatly that neither as a general practice nor on a special occasion would their editorial judgment be influenced by friendship.

Of the remaining 49, there were 33 who replied that generally they were not influenced by friendship, but might make an exception on a special occasion and pay more than ordinary attention to a friend's material whether they ran it or not.

Of those among the weekly editors who disclaimed the influence of friendship on editorial judgment, several were vehement on this point. A. W. Gruver, associate editor of the Las Cruces (N. M.) Citizen, puts it bluntly, "... I am serving the public, NOT the public relations man.'

The field of public relations business has a solid friend in Ed Dannelly, editor of the Andalusia (Ala.) Star-News, who writes that he'll print material as a favor to a friend because . . . "The editor who slams the door in the face of a public relations man is dumb. Quite often these public relations men provide the hop for an otherwise insurmountable hurdle."

Thus, the survey in general indicates, to no one's suprise, that most editors are human beings who like public relations practitioners as people and are glad to visit with them, as friends, if the visit doesn't disrupt a busy editorial schedule.

But, although an editor may occasionally let friendship exercise a slight influence in considering material from a person he knows, editors prefer to judge news material on its own merits regardless of who prepares it or in what manner it is delivered.

Editors of daily newspapers, in particular, indicate a feeling of resentment against personal delivery of news releases and the overt or implied attempt to use this personal contact as a form of pressure for publication of the material delivered. In certain cases, personal delivery and attempted use of friendship has an effect exactly opposite from that intended by the public relations man.

Where daily and weekly editors in-

dicate they are receptive to personal delivery, they generally qualified their answers in one or two ways. Personal contact gave the editor the opportunity to seek through questioning the local angle the public relations man failed to provide in his material.

The survey, and more important, the commentary that accompanied the answers gives, I believe, a fair sampling of editorial views on the value of contacts. If the publicity material is good and newsworthy, it will receive the editorial space it deserves. But, editorial contacts are neither so effective nor influential in obtaining space that a public relations man can honestly list them as one of his main qualifications for obtaining a job or conducting his business.

In this survey, I asked several other questions I have not discussed in this article, merely for my own information. In one of these, I asked the editors what they particularly objected to in those who practiced public relations and what they advised members in this field not to do.

There's always a comedian in any crowd, and I found mine in this survey. In answer to my question about what public relations men ought not to do. Mark Sherwin, news editor of the New York Post, wrote, "I think public relations people should not send out surveys!"



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## **BEN FAIRLESS:** A SPOKESMAN FOR BUSINESS

#### By Richard M. Baker, Jr.

• Since before the turn of the century large businesses have had to battle against attacks which tended to create unfavorable public opinion. Until recently businessmen did not choose to answer many of the charges leveled against them. Rather, they chose to let the politician do the talking while they concentrated on problems in research, production, marketing, finance, etc. Businessmen had long felt they were a minority group in the great socioeconomic complex and thus many of them were wont to say, "What's the use?" Benjamin F. Fairless, former president of United States Steel, did not agree with them.

#### Fairless, the man

Mr. Fairless now serves the steel industry as president of the American Iron and Steel Institute. Although he has held positions of eminence in his lifetime, he came from humble beginnings. He was born in Pigeon Run, Ohio, the son of a coal miner. At the age of two he went to live with his aunt and uncle in a neighboring town. Here he sold newspapers at the age of five, worked his way through high school by serving as the school janitor, and then he worked his way through Ohio Northern College. He began his career in steel in 1913 with the Central Steel Co., Massilon, Ohio, as a trainee. By 1928, Mr. Fairless was president of his company. His firm merged in 1930 with several other steel producers to form the Republic Steel Corporation and he became executive vice president. In 1935 he went to United States Steel as a president of one of the subsidiary firms, in 1938 he became president of the parent corporation, and in 1952 he became chairman of the board. He retired from that position in May, 1955.

Although Mr. Fairless has been a public speaker for many years, it was not until April 21, 1950, that his courage as a spokesman for American business became apparent. On this occasion he stood up before a large Baltimore audience and accused certain government personages of being "selfstyled 'friends' in Washington who would literally hack (free enterprise) to death on the pretext of saving its immortal soul." From this point on, Mr. Fairless was recognized by many as a fearless spokesman who dared speak out what he believed to be truth. Curious to know more about this man, I went to New York and interviewed him. Here is a synopsis of that interview.

#### The interview with Mr. Fairless

I met with Messrs. Fairless and Phelps Adams, U. S. Steel's vice-president, public relations, and led off with this question, "Mr. Fairless," I asked, "did public speaking come easily to

"No," Fairless responded, "I had to work hard for what little speaking ability I have. The job of speaking out for United States Steel had to be done, and I guess I was one who had to do it!"

I continued by asking, "Have you had any formal training in how to make a speech?"

"No," he countered, "I have never been coached in the art. I have never taken a course of any kind in speechmaking, nor have I ever had a tutor. I follow only one rule and that is to be natural. I did debate a little when I was in high school. I was a member of the debating team and we used to go around to the country schools and debate each Friday night."

As Mr. Fairless spoke, several times he turned his head slightly and glanced at me out of the corner of his eye and each time he did so, his sober face would dissolve into his winsome grin. The skin around his eyes would crinkle into myriads of crowsfeet and his face would flush slightly.

#### Sincere charm displayed

Phelps Adams told me later that this was the way Mr. Fairless was all the time when he was with those whom he enjoyed. This winsomeness, he declared, was a very important part of Fairless' speaking success. His audiences are captivated by the sincere charm the man displays.

I continued by asking, "Is there anything in your background, your academic life or early business career, which has influenced your development as a speaker?"

"Well," Fairless said, "the attack on business and free enterprise in the 1930's prompted me to want to do something about it. I wanted to speak out and I did. Too many able men asked, 'What's the use?' I took a different view. I felt that the American people were open-minded and were willing to hear both sides of the ques-

Continued on Page 30



• DR. RICHARD M. BAKER, JR. is Assistant Professor in the Department of Marketing at The Florida State University, Tallahassee. He received his B.S. from Kent State University, Ohio in June, 1947, and his Master in Letters degree from the University of Pittsburgh in June, 1948. After gaining experience in the business world, Dr. Baker joined the faculty of Florida State University to teach Retailing. While teaching he studied for a Ph.D. degree which he received in 1958.

tion. The people want the facts and I feel that I present them honestly."

"Is there a high point in your speaking career?" I queried. "By this, I mean is there a speech which you consider to be most successful?"

Without hesitating Fairless answered, "Oh, there's no doubt about it. My Baltimore speech."

"Why?" I asked.

"That's not difficult to answer," he replied. "As far as I know, my Baltimore speech marked a point in time in which a businessman dared to fight back seriously against political attacks. Not many had done this before. The speech itself didn't do so much, but it encouraged others to speak out more frequently. At the time there was some question as to whether I should take this rather drastic step, but I assumed full responsibility and went ahead with it."

"Has your speaking contributed effectively toward achieving your goals?" I asked.

Fairless answered, "Yes. As I just pointed out, my contribution, as I see it, is that I have influenced some other industrialists to stand up and fight

harder for what they believe. My Baltimore speech was the kick-off for this effort."

I shifted ground in the questioning by asking, "How would you define the effective public speaker, Mr. Fairless."

He answered, "The audience expects a speaker to present his thoughts well. Beyond this, effective speech and speaking rests on presenting honest facts and believing what you say. A speaker has to speak from his heart. He can't merely give lip-service. If a speaker isn't sincere, if a speaker is an actor, his audiences know it. My audiences may not agree with the basic substance of my speeches, but they can't disagree with my facts. I believe they won't find any inconsistencies or contradictions in my speaking."

#### Free enterprise

Following up this response, I countered with the question: "What does the typical audience expect from a speaker?"

Fairless thought for a moment, then replied, "Speakers gradually develop their reputations along a certain line. Mine is the defense of the free enterprise system. When I accept a speaking engagement I am expected to speak on my own subject. If I try to talk about anything else, people may say, 'Someone told him to say that.' This is why I don't speak too often.\* If I accepted more speaking engagements I'm afraid my speaking would grow stale. I have only so much to say and I don't want to repeat myself much. Even today when I speak on foreign aid I tie it up with free enterprise."\*\*

"Do you rehearse your speeches," I asked, "and if so, what is your procedure?"

"Oh, by all means!" he answered. "I wouldn't dare speak without rehearsing the speech well. As a matter of fact, I go over the speech at least 12 times."

"Do you rehearse silently?" I asked.

\*Although Mr. Fairless has received from 30 to 40 speaking invitations a month, he has limited himself to six or eight speeches a year.

\*\*Mr. Fairless served as chairman of President Eisenhower's Citizen's Advisory Committee on Foreign Aid. "No," he replied. "Even if I have no one to listen to me, I read the speech aloud."

"Whom do you get to listen to you rehearse?" I queried.

"Anyone I can get to listen to me," he said grinning. Then he added: "My grandchildren have heard most of my speeches more times than anyone else. The other day I called Caroline (his son Blaine's wife) and told her I needed a favor. She said, 'Oh no, not another speech!' When I can't get anyone to listen to me, then I will read it before a mirror, or just out loud in an empty room."

I asked Mr. Fairless, "Do you ever consciously or deliberately attempt to use gestures, body movements, or voice inflections for emphasis or effect?"

"Never," he replied. "If I tried to gesture extensively or to play with my voice, I would lose any effectiveness which I might have. An acquaintance of mine does a lot of speaking and I just don't enjoy listening to him because I always have the feeling he is being artificial."

"Do you become apprehensive before a speaking situation?" I asked.

Settling back in his chair and glancing out his window again, he answered, "No, not any more. I used to get a little frightened but I'm accustomed to it now. If I were not prepared I would be very frightened at any time."

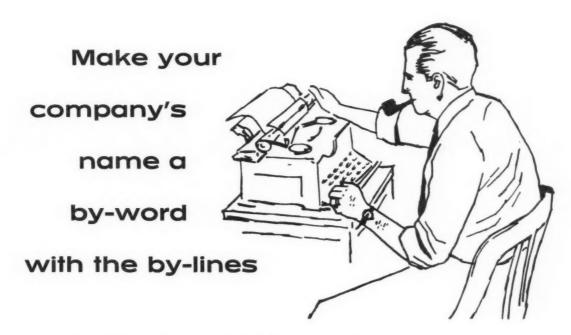
#### **Manuscript preferred**

"Do you prefer to deliver a speech from a few brief notes," I asked, "or do you prefer a complete manuscript?"

He replied, "When I am broadcasting or when I have a great many facts and statistics to present, I must have a manuscript. For comfort and personal enjoyment I would much rather speak from a few notes. The only thing is, when I use notes my speech tends to ramble a little. It isn't as tightly knit as it should be."

"Now for my last question, Mr. Fairless," I said. "Have you enjoyed your role as a spokesman for the steel industry? Has it been a chore for you?"

He gave me his biggest smile as he answered: "Yes, I have definitely enjoyed the job, but I'm very eager to share it with others." ●



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## A LAYMAN LOOKS AT PUBLIC RELATIONS AND EDUCATION

#### By Henry Toy, Jr.

• Public relations practitioners rank second only to educators in their defensiveness. Now I know that's not a remark calculated to endear me to school administrators—or to public relations people, either—but, since it underlies much of the problem in school public relations, I want to lead off with it,

Public relations men and women and I'm speaking here chiefly of the professionals working for business and industry—also spend too much time either apologizing for their job or trying to define it for the public. Much of that time would be better spent in developing good practices which could be emulated by others.

#### **Need for sound program**

Things are indeed hot for the schools right now, for a wide variety of reasons, and the need for a sound public relations program for schools is greater than it has ever been in the past. What is the job in public relations that all of us associated with our schools have to perform? There seems little disagreement that there *is* a job but there's far less agreement on what it *should* be.

One of the Members of the National Citizens Council for Better Schools, Mrs. Fred Radke, who is on the school board in her home town of Port Angeles, Washington, and a director of the National School Boards Association, has expressed it this way: "Public relations is the art of earning, deserving, and treasuring public respect."

Another member, Hugh Patterson, who, as publisher of the Arkansas *Gazette*, has had his own public relations problems in the past year, ties the task more specifically to the schools in these words: "While we're making the reporting of education as important as football, let's also try to make education itself as important as the preservation of our democratic way of life, if not the preservation of life itself."

#### Believe in the product

In those two statements we come directly to the point. In the long run, the quality of education will determine school public relations. Any public relations practitioner knows that the first ingredient of a good program is to have a product he believes in, a product of quality that he can sincerely sell. So the improvement of our product—the education we give our children—is the prime requisite for an effective school public relations program.

And it follows that you can't improve anything unless you admit that improvement is possible. In the wave of criticism of our schools some years back, it seems to me that some of us who are champions of the schools over-reacted in their defense. In our enthusiasm to counteract the criticism, we tended to say, in effect, that the schools were just about perfect.

The new wave of criticism today is of a much different type. The critics are, for the most part, better informed. They are, most of them, men and women of good will who want an honest and factual answer to the question every citizen has a right to ask:

Are our schools measuring up to all the jobs we've assigned them — jobs ranging from college preparation through vocational and citizenship education to the preparation of world leaders?

Some of them, Dr. James Bryant Conant, for example, are men of stature who are spending considerable time to help find the answers to these questions. This type of critic must be listened to.

At a conference we held recently in Oklahoma, one of the public relations men there said: "School people are in-

· HENRY TOY, JR., is President of the National Citizens Council for Better Schools, New York. He has spent 13 of his 44 years working for school improvement; the rest of the time has been spent either attending the public schools or working as a businessman. Mr. Toy became interested in school improvement through volunteer committee work for the PTA in Delaware. Shortly after, the Delaware Junior Chamber of Commerce named him Young Man of the Year for his outstanding success in a campaign to improve the schools. In 1949, Mr. Toy joined the National Citizens Commission for Public Schools as Director: and six years later when the Commission's charters ended, the National Citizens Council for Better Schools was formed, he became President of the Council. •

clined to communicate in all directions
—up, down, sideways and diagonally
—but rarely so that it breaks through
to the public. They spend most of their
time talking to themselves."

#### Planning and thinking

Fortunately, this is not as true as it was, even a year or two ago. More and more school people are calling the public in to share their thinking and planning. To name just one example, take the City of Detroit. When Sam Brownell went there after his stint as U.S. Commissioner of Education, one of his first acts was to call for the formation of a citizens' committee that would be representative of that diverse community's population and problems. He urged top executives to give their time and got the chief of American Motors, George Romney, to head it.

After a thorough study of the schools, the committee brought in its report—which, by ostrich standards, was something to stick your head in the sand about. But the school system has seen to it that the report is getting widely publicized and discussed, so that Detroit schools can take the steps necessary to bring them up to higher quality standards.

There are many other such cases, more all the time. We all have learned, some through bitter experience, to place a high value on communications. But there's danger now of self-hypnosis from communication gimmicks.

#### Publicity—and public relations

Publicity is one thing; public relations is something else again. Publicity is a tool, public relations a craft. But the tool of publicity can be used to influence the public while informing them.

I've seen it happen, many times successfully, in cases where school people didn't trust the public with the facts. It wasn't often done maliciously. There's been a lot of arm-waving, flagwaving, and issuing of meaningless bulletins, often accompanied by endless meetings for togetherness. A great deal of newspaper space has been obtained for long stories about fairly superficial aspects of our schools, while the really vital aspects, such as curriculum, have been given far too little attention. There have been monumental efforts to get people to come to "open-school" nights once a year, instead of to the regular board meetings once a month, And there are school public relations men who, like Don Quixote, get on their horses and ride off in all directions.

Such things are not always done with calculation. But they may betray a basic distrust of the public—or of the ability of the product, education, to

survive a really honest presentation.

What I have been saying is that you can't have a good school public relations program without thinking it through, getting the cooperation of all concerned, and *then* implementing it with the time-honored devices of publicity. When you try to do it backwards, you're doomed.

If our only concern were to pass bond issues, I wouldn't worry so much about the superficiality of our school public relations. In that area, the voters have been remarkably responsive. In spite of the prophets of doom, our newspaper, *Better Schools*, proved (Jan. '59) that the American people, in the first 11 months of 1958, said 'yes' to 78.3 per cent of all school bond issues presented to them.

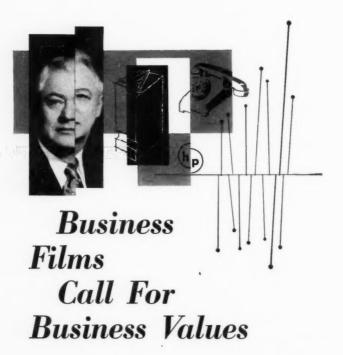
This was only a modest increase percentage-wise over the corresponding period in 1957, but the bonds voted totaled 20 million dollars more. June *Better Schools* showed that in the spring of '59, the uptrend continued, both in percentage and dollar value.

Where public relations programs will really be put to the test in the decade we're now entering, I believe, is in heralding the changes that are necessary in American attitudes toward education. If we are to achieve the breakthrough in education to which we are now paying lip service,

Continued on Page 34



The author adjusts the microphone for a fellow speaker.



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a firm public commitment, the kind of commitment we have to national security, is going to be essential. Several ingredients will have to come first.

A prime requisite is a national awareness of the importance of education. A small fraction of the country does believe in its importance. The public is a passing parade; we must renew our efforts each year with the parents of newly-enrolled school children.

Awareness alone is not enough. It must be supplemented by an increase in the level of public knowledge. Much has been published about the issues in education, yet all too often the information is biased. What the public needs is extensive information, facts on all sides. To present anything less is to deny the people's ability to make wise decisions based on the facts.

Probably the hardest attitude to change is to increase respect for learning. I'm suggesting that the ranch house with the picture window and the two-car garage stuffed with long-finned cars are not as important as education. To make this thought heard, we will have to raise our voices.

All these ingredients, however, are still not enough. Even if we had broad public awareness of the importance of education, with understanding of the issues, and a deep respect for learning, we would have to translate that commitment, once engendered, into participation. To do that, we will have to implant in every citizen a sense of obligation to act in behalf of the public schools. And that will require organized citizen activity of the positive, cooperative, effective type—begun but not seen enough in past decade.

Perhaps I'm calling for the millenium. But I have tried to think of an easier way, and nothing short of this ideal strikes me as even barely adequate to these times. I wish there were an easier way because I want to see a firm public commitment toward education in my lifetime. But the temper of the times gives me hope. It seems to me that everything is stacked in our favor.

We have had unparalleled opportunity thrust upon us in America in 1959. The next few years will tell the world whether we were equal to our trust.

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What country's railroads handle the world's heaviest freight volume? Those of the United States?

Sorry. The correct answer is Soviet Russia. In 1958, Russia's railroads moved more freight more miles than U. S. railroads ever handled in any one year.

In a great railroad improvement program, the Russians have followed progressive U. S. railroad techniques. Among them are Dieselization... train radio... welded rail... even TV and radar in yard operations. And hundreds of miles of new line are built each year-

Meanwhile, in the United States, with the most efficient railroads on the globe, the picture is far less bright.

Here, railroads suffer from restrictive public policies. They are burdened with discriminatory taxation — while their competition uses highways, waterways and airways built and maintained by the government. They are frequently denied the right to make competitive rates, or to provide a complete transportation service.

Why this extraordinary contrast? In Russia, railroads are recognized as the most productive form of mass transportation, with the lowest true costs. In America, public policies ignore this basic truth.

American railroads ask no special or favored treatment, nor do they have any quarrel with their competition. All they ask are fair play and equality of treatment. Earnings could then be sufficient to enable the railroads to provide the traveling and shipping public with the benefits of free and equal competition.

When America's railroads are free from the strangling grip of the restrictions that now bind them, we, too, will make the best use of our railroads — our nation's greatest transportation asset.

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WASHINGTON 6, D. C.

# Promotion For The Small Professional Firm

#### By Harris Armstrong

EDITOR'S NOTE: Several hundred persons in the membership of the Public Relations Society of America are public relations counsellors or consultants. Many other members use the services of such consultants. And quite a few who are not now consultants may enter that type of activity later on. This article presents some ideas from a highly respected professional field — architecture — which might be adapted to public relations.

Being a "lone wolf" in a professional field has its advantages but it also has its problems. Not the least of these problems is that of dignified, ethical, and successful public relations.

As a "lone wolf" architect, I have had much experience in the promotion of the small, compact firm which is my choice of working arrangement. These experiences may be of interest to the "lone wolves" in other fields—medicine, law, accounting, public relations itself—those professional and semi-professional groups in which ethical codes or established customs prohibit direct advertising, yet which find it essential to establish public contact, not because one wants to be bigger but because he wants to be better.

There are many of us in my own field; we far outnumber the big firms. According to *Architectural Forum*, 100 large firms account for 10 per cent of all building design in the United States. That leaves 90 per cent of the work to smaller architects, package builders, and just builders who by-pass the architect.

I find that there are distinct advantages, both to professional and client in a small but highly competent and flexible group such as I head. Some of the advantages are personal. My office is 300 feet down the hill from my home. At noon my secretary-book-keeper fixes lunch and we eat, talk, listen to music, look at the lily pond and the oak trees. No one has to fight traffic to get out to lunch.

#### Respect for bigness

There are promotional disadvantages to the small firm, obviously. One of these is the inherent American respect for bigness for the sake of bigness. Potential clients may judge us by staff head count rather than other qualities. We must always strive to overcome this factor, to sell indirectly the advantage of personal service, the merits of individual creative approach.

Like other professions we are limited in our salesmanship by our code of ethics. The American Institute of Architects has ruled that, "An architect may not use paid advertising, nor use self-laudatory, exaggerated or misleading publicity. Factual materials, verbal or visual, which dignify the profession or advance public knowledge of the architectural function in society may be presented through public communications media."

How does one overcome the limitations of size and the restrictions of one's code? Some architects do it by being joiners—making sure that someone in the firm is on every board or in every club which might, conceivably, lead to business. In a city our size, it

is impossible for a small group to spread itself that thin.

Moreover, I will say, rather bluntly, that I don't like any part of this so-called ethical promotion, the joining, serving on boards, social apple-polishing. I do not like the idea of joining a club in the hope that its members will think of me when they are going to build something. When I go to a party, I want to talk to the people who interest me, not the people who might control some business. Sometimes I even find myself talking shop with another architect and that leads to no cash.

For those of us who feel this repugnance to leisure time promotion, there must be a compromise. We cannot change our characters but we can belong to things which interest us and see people we enjoy.

#### Public service area

One good compromise is in the area of public service. As architects, we owe our communities the benefit of our specialized knowledge. Serving on boards or architectural committees is part of it. Another part is making talks before groups, where we have the opportunity of stimulating thinking and sometimes action which will benefit the communities in which we live.

As architects, we have a responsibility to speak up for the role of the human spirit in modern living. The depressing sameness which is the unfortunate by-product of mass production will overwhelm us unless we, as architects, speak out for the human spirit, for the individual man who is still produced, one by one, in the old fashioned way.

Whether we like to make talks or not, I believe it is our job to seek opportunities to speak up for the things we stand for—individually and as a profession. And in so speaking, we can bring ourselves—ethically and with justification—to the attention of people in the market for our services.

This is authentic public relations which has been defined as "doing a good job and getting credit for it." Recognition for the quality of his work is meat, drink and champagne to any architect. And, because one job leads to another, public recognition is imperative if a firm is to grow and prosper.

#### **Routine** pictures

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I believe that many small firms think of publicity only in terms of routine pictures in the newspaper. Such publicity has value, if only in reminding people that you exist, and I do not suggest that it be overlooked. However, there are a great many other avenues of recognition open to archi-

tects as for other professional people. One of them is television.

During recent months, I have had some interesting experiences with this relatively new medium. Four appearances on St. Louis' most-viewed station brought what seemed to me to be a quite amazing amount of comment. It came from thoughtful people, whose opinions I respect. On these appearances, I showed none of my own work, but I did express my views.

In one of these, I was asked to present my ideas of what might be done to revitalize the center of our city. Over a weekend, we put the thinking of many years into rough visual forms. Among the results of this single appearance were these:

An invitation to return for further discussion of the same subject;

I was asked to become chairman of our American Institute of Architects advisory committee to the city plan commission;

Another community asked me to develop a plan for its improvement;

And a lot of people began thinking and talking constructively to me about this serious problem.

avenues of recognition open to archithis serious problem.

The author, Harris Armstrong

. St. Louis architect HARRIS ARM-STRONG is one of three practicing architects in his community honored by the designation of Fellow of the American Institute of Architects. Nationally known for his contribution to the contemporary school of architecture, he is considered one of this country's most creative architects. Among his recent work is the Engineering Campus at McDonnell Aircraft Corporation where the capsule to send the first man into outer space (Operation Astronaut) is being designed. Recently, he was selected by the University of California at Berkeley to participate in a Carnegie-fund financed study of creativity in various fields. This article is a digest of his remarks at a special panel of the Houston (Texas) Chapter of the AIA. .

There is merit, too, in the magazine article when you have something to say to a specific group. Not long ago, a national church magazine asked for an article on modern church architecture. This, too, produced much favorable comment, although, thus far, no commissions.

In talking to you about publicity, I would make this point. The single story is negligible. The cumulative effect is important. Appearing in the public eye favorably and regularly can be most helpful.

Do these things—publicity of various types—sell architecture or other professional service? Not of themselves, no. But they create a climate for sales.

How does the small professional firm capitalize upon the public recognition it receives? This is the heart of the problem. The soundest approach is probably the direct approach. Inside the office, keeping records on every possible job in which you might be interested, and then—through your connections—making known your interest.

Some people feel that no day should be permitted to go by without seeing in person—or writing to—or talking on the telephone to a potential client. Included in this is, of course, keeping in touch with the old clients whose Continued on Page 38

buildings have helped build your reputation. They may well have occasion to recommend you, and to introduce you to a welcome new client.

Should you go outside your own organization for public relations assistance? An increasing number of firms are doing so. It is impractical for the professional to put a public relations man on his staff, for the simple reason that the cost would be prohibitive for a good one, and an amateur in public relations would do you little or no good. A public relations counselling firm, on the other hand, can set a fee commensurate with the time your work requires.

Select your public relations counsellor with the same care with which you wish to be selected by your clients. Be sure they are people with whom you can work easily and pleasantly; you'll be seeing a lot of them. Be convinced that their advice is good; you'll be taking quite a bit of it.

You'll need people with diverse communications skills, another factor which mitigates against putting a man on your own staff. The same individual, no matter how experienced, is rarely expert in the magazine article, the news story, the television news interview or panel discussion, and the talk for the Chamber of Commerce.

You can find out who the qualified public relations counsellors are in any city through their professional associations—the Public Relations Society of America, etc. You can visit their offices—as we recommend clients of architects visit ours—and draw your own conclusions of the manner in which they conduct their businesses. And you can ask newspaper, radio or television people for their opinion of the organizations you are considering.

Whether you have public relations assistance or not, there is one area of promotion which concerns us all. This is the job your national organization—in our case the American Institute of Architects—and its local chapters should do to build a public relations umbrella which will make all of our efforts more effective.

In many respects AIA is doing a good job but there remains much that could be done. We have not succeeded, by any means, in getting across the idea that the architect is indispensable in the process of putting up a building.

While the architectural press has been generous to many small firms, including mine, these publications are not read by the men who select architects for buildings. National magazines, newspapers, network radio and television, and all the specialized business press are the media which reach these people, and these are the media for interpretive publicity which AIA and other business organizations should use to benefit its members. I am sure the same is true of other professions and their national associations.

The professional should analyze, not only his public relations assistance, not only his national organizational assistance, but his own efforts and outlook from time to time. In my self-analysis, I have considered many changes I might make in my own pattern of attracting the kind of work we want to do.

I may possibly decide to become a "creative conformist." This is a phrase which has appeared recently in headlines. It describes the kind of person who can cope with the world in which we live, or at least that is the meaning I read into it.

Those of us who are part of the many professional firms of our nation must conform to some of the accepted patterns of seeking recognition if our creative talents are to be sought out, used and paid for. We also can remain creative—more creative than conformist.

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# "What's Wrong with your American Businessman?"

#### By Ted M. Levine

• A couple of weeks ago I was talking to an important economist for a certain neutralist nation: "What's wrong with your American businessman?" he asked me. "I thought he knew a good thing when he saw one."

Gradually the story evolved. It appears that about a year ago his country opened its national doors to investment in general and U.S. investment in particular.

#### Beguiling package

The package, at least as he described it, couldn't have been more beguiling. There was an unusually appealing tax exemption program, solid tariff protection for home manufacture, a relatively stable currency and exceptionally firm guarantees against expropriation and the like. What's more, the place was fairly crawling with untapped and untouched natural resources; the labor market was huge; and local wages averaged well under a dollar a day.

"And yet," he concluded dolefully, "it's been 13 months and nothing at all has happened. Maybe state ownership is best in our case after all."

• TED M. LEVINE is Director of Public Relations in the U. S. on a consulting basis for Puerto Rico's Economic Development Administration. The EDA, or "Formento" as it is called in Spanish, sparkplugs all of Puerto Rico's incomeproducing programs in the U. S.—industrial development, tourism, rum promotion and marketing. Mr. Levine has been with EDA since 1955; prior to that he was a writing supervisor with a large New York public relations firm.

I asked a question: "Exactly what have you done to publicize and promote to the American businessman all of these advantages you describe?"

"Publicize? Promote?" He looked surprised. "Oh yes, well, we printed up a brochure in English and distributed extra copies to all of our consulates in the U.S."

I dug deeper. Except for this brochure, which by the way is a marvel of monotony in both layout and text, nothing had been done. No advertising in business publications . . . no direct mail to particularly ripe investors . . . no planned publicity placement . . . no promotional tie-ins . . . no trade show participation . . . no press junkets . . . nothing to get the message across.

And yet my informant felt that the American businessman had let him down.

I am afraid that this is not an isolated anecdote. I suspect that in a number of other countries the same drama in five acts is being played out: a healthy and wholehearted desire for U.S. investment, a brainy revision of local legislation to attract such investment, a lack of professional public relations, a growing annoyance and disillusionment, a final flirting with the seductions of state socialism.

Americans of the caliber of Under Secretary of State, C. Douglas Dillon, have repeatedly called for investment overseas as "the keystone of survival in the free world," but I fear that this is only part of the story.

The American businessman, just like the American consumer, will act only when he is actively wooed with specific product benefits, not just broad philosophic appeals, and unhappily nations the world over are loath to demonstrate their wares through the mechanisms of modern

public relations. Amazing as it may seem, some governments actually forbid under law contracts with advertising or public relations agencies. They frown on such services as somehow beneath the National Dignity regardless of the economic benefits they may procure. And still others, while accepting promotion as a sort of necessary evil, make it the domain of local political favorites unfamiliar with selling strategy in general and the American business market in particular.

But in most cases I think it is simply a matter of innocence rather than blame. Much intelligence, often brilliance, goes into the creation of a national investment policy; but too often the public presentation of that policy is just plain overlooked, even as an afterthought. The tragic result, of course, is that in the words of my economist friend, "nothing happens."

#### **Puerto Rico** one exception

Fortunately there is at least one glaring exception to all of this: the Commonwealth of Puerto Rico. Just ten years ago, this Caribbean island embarked upon its quest for mass investment under the frankly publicityminded slogan of "Operation Bootstrap."

A series of interlocking advertising campaigns was worked out; complete public relations and direct mail programs initiated; and a direct selling organization set up that today reaches most of the states from Maine to California.

The results have been something more than gratifying. In the 12 months that ended June 30, 1959, Puerto Rico attracted more U.S. manufacturing plants and more U.S. tourists than in any previous fiscal year in its his-

Another statistic would seem significant: Commonwealth economists have now calculated that for every \$1 spent in the U.S. for professional advertising and public relations counsel, some \$14 have been returned to Puerto Rico in the form of direct income. This 14 to 1 ratio might well be meditated upon by developing areas in every continent on earth.

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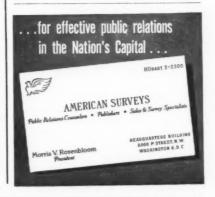
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#### **Books in Review**

A HANDBOOK OF CHURCH PUBLIC RE-LATIONS, by Ralph Stoody, Abingdon Press, New York and Nashville, 1959, 255 pp. \$4.00.

Reviewed by Charles A. Britton, Jr. Vice President,

Personnel and Public Relations
The Methodist Publishing House
Nashville, Tenn.

· A qualified man has done a needed and good job in this practical guide to the press, radio, and television resources of the local church, which indirectly can give real impetus to the growth of the Church. Ralph Stoody, qualified through training and experience as a journalist (reporter, correspondent, and editor), as a minister (preacher and pastor), and as a public relations man (General Secretary of the Commission on Public Relations and Methodist Information for the Methodist Church and World Council of Churches public relations) has given to the Church in this book the "know how" for vastly improved public relations.

The opening sentence in the preface of the book quotes Oliver Wendell Holmes, "Sometimes it is more important to emphasize the obvious than to elucidate the obscure." Dr. Stoody sets out right there to "emphasize the obvious," in church-public relations media relationships and opportunitiesthe very thing that needs to be done for ministers as well as for laymen in the local churches, who constitute their church's committee on public relations. He has written primarily for the ministers of the church and the non-professional public relations representative. He advances scores of good suggestions, which put into practice, would give the church far better public relations with the people of the media and the general public.

The book is in three parts:

 Relations with the press, what is news, how to write news, and how to make news. One chapter is devoted to covering conferences and conventions.

- Use of radio and television stations as aids to churches in their public relations programs, Suggestions are made as to the use of this comparative new media.
- 3. The church meeting its public: Dr. Stoody writes of the value of "inviting" looking buildings; the Church School in public relations, the parish paper, ushers as "hosts for God," the use of the telephone, sermon titles, public relations pointers for pastors, a live public relations committee and "word of mouth" good relations.

Even though one may be well-grounded in church public relations, he will find stimulation in this work by Dr. Stoody. •

BUSINESS ORGANIZATION AND PUB-LIC POLICY, by Harry J. Levin, Rinehart, New York, 1959.

> Reviewed by Marvin M. Black Director of Public Relations University of Mississippi University, Miss.

• This is an excellent selection of readings from some of the keenest minds of today focused upon the implications of continually increasing government regulation of business and presenting a variety of viewpoints on the economics of industrial competition, concentration and efficiency. Of special interest to public relations workers is the discussion of antitrust policies and the concepts of workable competition and countervailing power.

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Throughout the book this thread of argument runs clearly: The results of business behavior under competitive and monopolistic conditions can be analyzed in terms of their effects upon a variety of social objectives. This discussion provides the reader with further variations upon the well-known theme of John Maynard Keynes,

elaborated by Schumpeter, Hansen, Samuelson, and others of the Keynesian School.

As an additional example of the many-sided approach, contributors to this anthology analyze the effect of various taxes, not only in terms of equity, but for their impact on stability, growth, conservation, national security, industrial concentration, as well as growth of small business. As Levin points out in his Preface, these writers also seem to follow Alfred Marshall in their concern with economic growth-in particular his analysis of how competitive businesses allocate resources both internally and externally and the effects upon society in general.

To interpret the concept of countervailing power Levin presents the views of John K. Galbraith, author of the penetrating analysis of our economic system entitled American Capitalism. Taking issue with the advocates of a vigorous antitrust policy, Galbraith decries the attack on bigness as needlessly endangering economic growth just for the sake of more efficient resource allocation. Some would resort to a milder "rule of reason"; others would permit sellers' competition among the giants, while a third group advocates more stringent government regulation.

Galbraith, however, suggests that we examine the nature and operation of countervailing power. He interprets the concept in this fashion: Consumers and producers are protected, it is assumed, not simply by competition among sellers or among buyers on the same side of the market, but by "countervailance" from the other side—that is, with mass distribution and large trade unions arising to share the gains of oligopolistic sellers, and with the government regulators antonomously providing further checks. Galbraith sees two major results of such countervailance: lower prices and better products for consumers regardless of the "ubiquity of oligopoly"; the release of social tensions.

According to Levin, Galbraith does not clearly specify what he means by "social tensions"—sometimes the term seems related to the unequal bargaining power that labor and agriculture



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have had in the past and its further development through social and legislative action.

But the broad outlines of Galbraith's argument are clearly discernible. Referring to the concept of countervailing power, he writes: "We are concerned here with the oldest of economic processes—that of the mitigation or regulation of economic power. Anciently, two solutions have been recognized to the problem of economic power—one is competition. The other—always assuming that anarchy and exploitation are not solutions—is regulation by the state. I have argued that there is a third mitigant of substantial, perhaps central, importance in our time. That is the neutralization of one position of power by another."

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